2008-2013 Strategic Plan
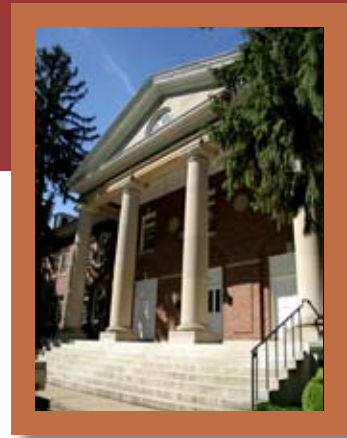# FY08 Organizational Performance Plan

ELEVATE

Vision

Enabling the DoD AT&L workforce to achieve the right acquisition outcomes.

Mission

Provide practitioner training, career management, and services to enable the Acquisition, Technology, and Logistics community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

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President's Message

We have come a long way since we published our first Strategic Plan. During these last six years, we transformed the Defense Acquisition University (DAU) from a 20th century training consortium into a 21st century premier corporate university. We aligned with our senior leadership, reorganized our business structure, regionalized our campuses, modernized our business and learning infrastructure, adopted a world-class learning architecture, updated our curricula, recruited the right talent, rewarded for performance, and garnered national recognition as the best corporate university in the world—thus accomplishing our original vision.

During 2006, in recognition for our continuing success, DAU was selected as "Best Overall Corporate University," "Best Mature Corporate University," "Best Virtual Corporate University," and "Corporate University Leader of the Year"; selected as the Best Leadership Development Program in the public sector for 2006, the second consecutive year DAU was rated #1; and was also acclaimed by the United States Distance Learning Association for its new 21st Century Best Practices Award for the Performance Learning Model (PLM), the highest award bestowed upon any organization in their industry. In 2006, we also helped the Under Secretary of Defense for Acquisition, Technology and Logistics (USD (AT&L)) publish his first AT&L Human Capital Strategic Plan. Recently, we just re-published a breakthrough update to the plan that will attract, retain, motivate, reward, and right-shape a high-performing, top-quality workforce for future success. Finally in the spring of 2007, DAU was the recipient of the Computerworld 21st Century Achievement award for its world-class implementation of its data warehouse. To be recognized as a Laureate (top 25% of over 400 participants from 25 countries) is a big deal! To be

selected as one of the ten top organizations in the entire world is a WOW achievement!

We must always improve ways we can enable the DoD AT&L workforce to be successful on the job. Our intent is to be a continual engaging presence with our workforce both in the classroom and on the job. To do this, we will enhance their learning environment using more games, simulations and 24/7 accessible learning assets within all our new learning products. Our workforce will be able to know and/or access everything about their jobs, on the job—all at their fingertips at their learning point of need.

> "The stakes are high! So, we are raising the bar again with a new Strategic Vision for DAU."

But, we can not stop here…Given the rapid pace of change with breakthrough technologies, pending demographic challenges, and a global competition for talent, we must constantly re-invent ourselves to remain competitive. The stakes are high! Starting with this 2008–2013 Strategic Plan and our 2008 Organizational Performance Plan, we are raising the bar again with a new Strategic Vision for DAU, one that is outcome-based and contributing to what our customers must accomplish…."Enabling the AT&L workforce to achieve the right acquisition outcomes." Together, I know we will achieve this vision and make a huge contribution to the DoD AT&L workforce and the warfighter!

Frank J. Anderson Jr.

Our Values

Alignment & Teamwork

We are a team aligned with our senior leadership. Through support, respect, and trust we develop one vision, one team, one game plan.

Customer Focus

We are a customer centric organization. We consider our customers' view in all we do, helping them succeed by maximizing their capabilities.

Performance Excellence

We pursue excellence in all we do and take pride in our work. We value professionalism, integrity, and quality.

Speed & Agility

We are proactive and anticipate requirements. We produce timely products and services at the speed of business.

Values

Our values and core competencies form a solid foundation for our strategic planning. Our values define who we are and our core competencies define what we do. Our DAU values of teamwork, customer focus, performance excellence, and speed and agility form the basis for providing the "DAU Experience"—the deeply felt and remembered quality of our service. Everyone who comes in contact with DAU—our stakeholders, customers, and faculty and staff—whether in the classroom, online, on the phone, at conferences, or in meetings will receive the same great customer-focused experience anywhere, anytime.

Within DAU we need to provide the DAU experience to our faculty and staff by creating a working environment that

Our enduring motto is "You get the same great experience no matter what part of DAU you experience!"

promotes cooperation, trust, helpfulness, and professional growth. Our interaction with each other must be marked by respect, consideration, and mutual assistance. Such an environment will make a good place to work even better—a model for others to emulate.

By all of us embracing the DAU experience as a guiding tenet to our professional behavior and attitude, we contribute to the idea that we are all working together to achieve common goals and objectives—an enterprise that is totally customer-focused. To provide the DAU experience, we all must lead by example, doing the right thing the first time and every time. This level of commitment will create quality experiences that are relevant and responsive, and make a strong, positive, and lasting impression of DAU. We each can do our part. Our enduring motto is "You get the same great experience no matter what part of DAU you experience!"

Core Competencies

Our core competencies have become strategic resources for the DoD AT&L community and consist of:

Multi-Functional, Applied Subject Matter Expertise

Having held positions as highly skilled field practitioners, DAU faculty and staff collectively possess experience and expertise across DoD AT&L disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and processes.

AT&L Unique Curriculum Development and Rapid Response Capabilities

DAU's curriculum development expertise is unique in regard to design, content, and intimate understanding of the DoD AT&L environment and culture. This facilitates the alignment of the curriculum to the career-long learning needs of the DoD AT&L workforce, and rapid training on emerging AT&L policy initiatives.

Knowledge Sharing

DAU is the knowledge manager and repository for the DoD AT&L body of knowledge and steward for its communities of practice.

Practitioner Training, Performance Support, Applied Research, and AT&L Career Management

DAU faculty and staff deliver practitioner training, performance support, applied research, and DoD AT&L career management to meet the career-long needs of their customers—end-to-end learning and development.

Relationships with AT&L and Defense Industrial Communities

Because they are a key part of the DoD AT&L workforce themselves, DAU faculty enjoy trust and confidence and are able to directly relate to their customers. Together, as part of the DoD AT&L team, they build and maintain strong professional, mutually beneficial relationships in curriculum development, performance support, continuous learning, and in promoting government best practices in the execution of the DoD AT&L mission.
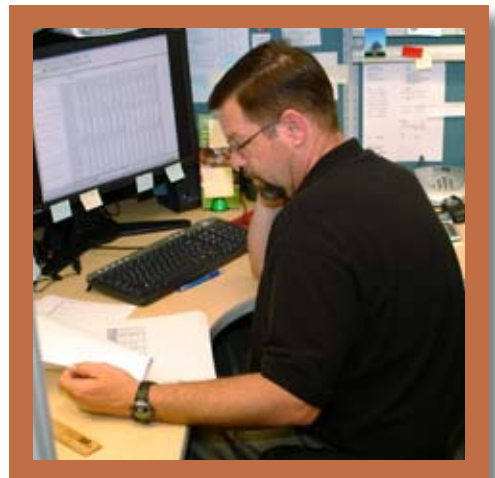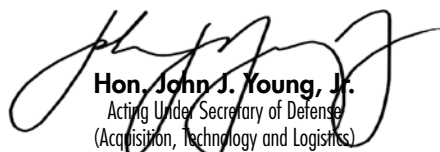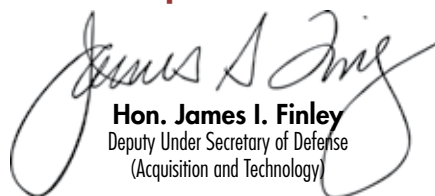
DAU's organizational structure, based on regional campuses ensures efficient support for students and staff alike. As a customer-centric organiza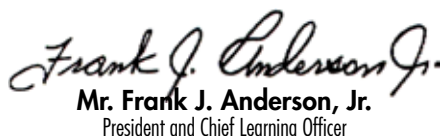tion, all planning and related activities put the customer in-line-of-site to the entire organization and its mission. Within our organization, the key personnel roles and responsibilities have been optimized to reflect this customer-centric focus.

We are committed to working together with our senior leadership, faculty and staff, stakeholders and partners, and most importantly, our customers, to turn the Strategic Plan into a reality and ensure that all who come in contact with DAU receive the DAU experience—an experience second to none.

Hon. John J. Young, Jr.
Acting Under Secretary of Defense
(Acquisition, Technology and Logistics)

Hon. James I. Finley
Deputy Under Secretary of Defense
(Acquisition and Technology)

Mr. Frank J. Anderson, Jr.
President and Chief Learning Officer

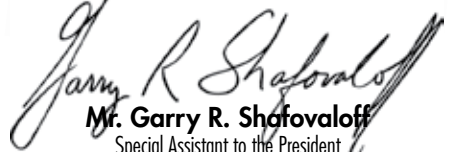**Dr. James S. McMichael**
Vice President

Mr. Joseph E. Johnson
Chief of Staff

Mr. Mark C. Whiteside
Director, Performance & Resource Management

Dr. Chris R. Hardy
Director, Planning, Policy, & Leadership Support

Mr. Paul T. McMahon
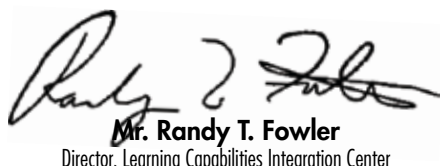Pentagon Liaison

Mr. Yunhyok (Joe) Chang
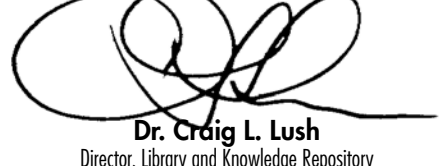Acting Director, Acquisition Workforce &
Career Management

Mr. Garry R. Shafovaloff
Special Assistant to the President
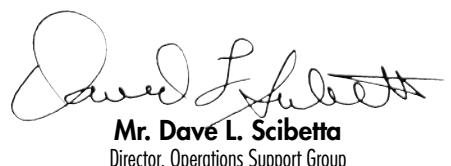
Mrs. Margaret A. S. Hogan-Roy
Director, Human Resources
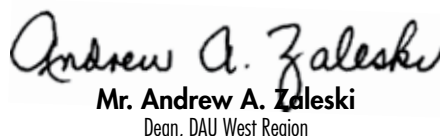
Mr. William A. Erie
Director, Acquisition Performance Solutions

Dr. J. Robert Ainsley
Director, e-Learning & Technologies Center

Mr. Randy T. Fowler
Director, Learning Capabilities Integration Center

Dr. Craig L. Lush
Director, Library and Knowledge Repository

Mr. Dave L. Scibetta
Director, Operations Support Group

Mr. Andrew A. Zaleski
Dean, DAU West Region

Mr. Travis L. Stewart
Dean, DAU Midwest Region

Mr. James L. McCullough II
Dean, DAU South Region

Ms. Barbara J. Smith
Dean, DAU Mid-Atlantic Region

Mr. John T. Shannon
Dean, DAU Capital & Northeast Region

Mr. John J. Higbee
Dean, DSMC - School of Program Managers

2008-2013
Strategic Plan

Achieving the Right Acquisition Outcomes

"The Department must have a vision that conveys to the public a commitment to attract and develop the best mix of people, both military and civilian. This vision must be supported by an effective human capital strategy that is actively measured against well defined goals."

— Hon. Robert M. Gates
Secretary of Defense
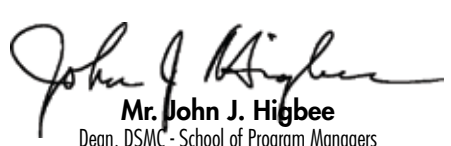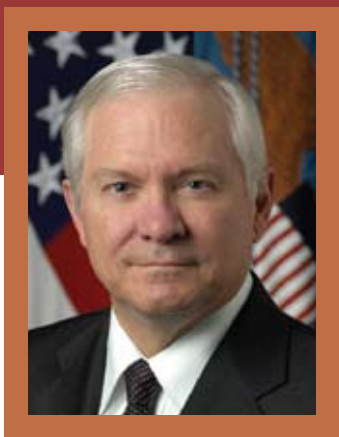
"We need to create an inspired, high-performing organization where each person makes a difference. We also need to collaborate effectively across traditional boundaries. This means we need to see the value of an informal organization. We need to see ourselves as part of a community or neighborhood that comes together as stakeholders around joint projects."

— Hon. John J. Young, Jr.
Acting Under Secretary of Defense
(AT&L)

The need to transform our Armed Forces, as well as the organizations and processes that control, support, and sustain them, is compelling. President George W. Bush's mandate for defense transformation was "to challenge the status quo and envision a new architecture of American defense for decades to come." President Bush views transformation as a continuing process, one that not only anticipates the future, but also seeks to create it.

The Defense Department's transformation is working because its military and civilian leaders recognize the need and are giving the effort the high level of emphasis it requires. DoD transformation must address three major areas: how we do business inside the Department, how we work with our interagency and multinational partners, and how we fight. New weapon systems and state-of-the-art technology are important parts of the Defense Department's transformation, but the key to the process is the people involved.

As the primary learning assets provider for the DoD AT&L workforce, DAU is a strategic enabler. Our strategic intent is to enable the right acquisition outcomes by fully engaging our students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce that allows us to be on the job worldwide, DAU products and services enhance workplace performance, promote mission effectiveness, and help reshape the DoD AT&L workforce to meet future challenges. DAU's mindset is that we are fully integrated in our learners' careers from the time they enroll in their first DAU course until they retire, helping them provide the very best weapon systems, equipment, and services for our nation's warfighters.

DAU's Strategic Plan is aligned with the goals of the:

- **Nation**, as established in the President's Management Agenda and National Security Strategy
- **Defense Department**, as set forth in the National Defense Strategy, National Military Strategy, and Quadrennial Defense Review
- **USD (AT&L)**, as stated in the Strategic Goals Implementation Plan and the AT&L Human Capital Strategic Plan

DAU's Strategic Plan flows down to our Annual Organizational Performance Plan. To successfully achieve objectives in that plan, each member of the DAU team must ensure that his or her activities and individual objectives, as reflected in their Faculty Contribution Assessment Plan (FCAP) and NSPS development plan, support the tasks contained in the Organizational Performance Plan.
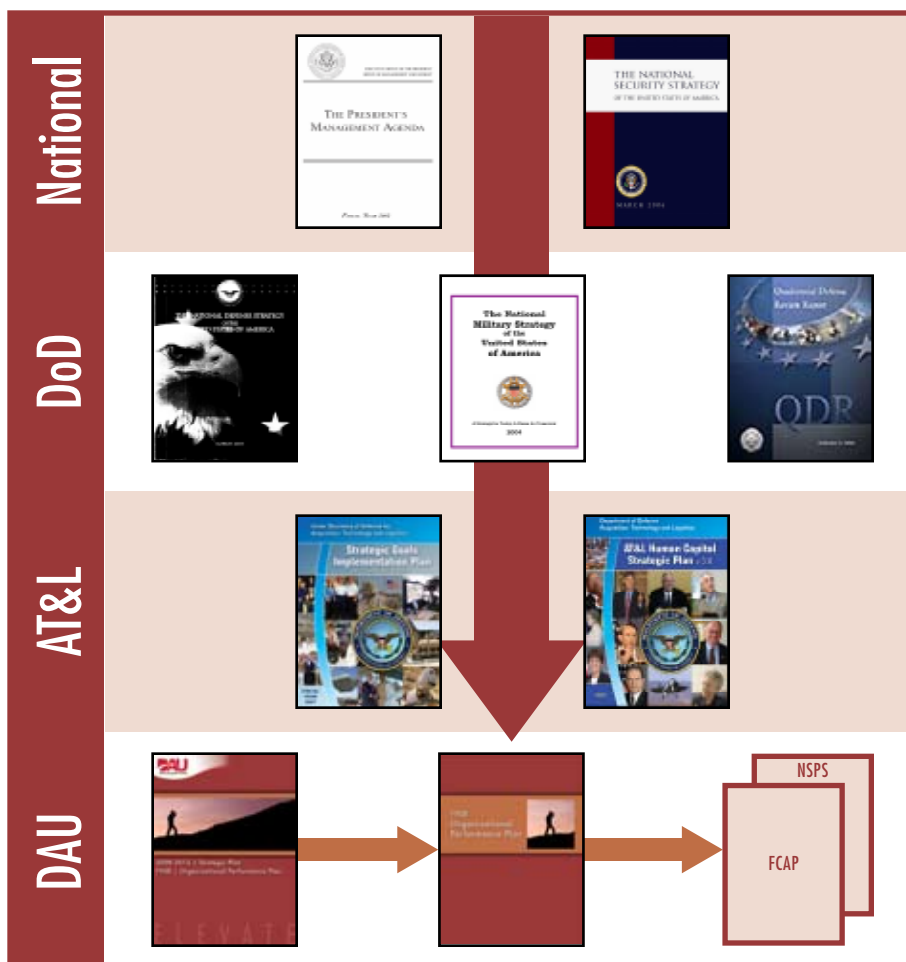
AT&L Goals

1) High performing, agile, and ethical workforce

2) Strategic and tactical acquisition excellence

3) Focused technology to meet warfighting needs

4) Cost effective joint logistics support for the warfighter

5) Reliable and cost-effective industrial capabilites sufficient to meet strategic objectives

6) Improved governance and decision processes

7) Capable, efficient, and cost-effective installations

"I would like you to listen from the point of view that you have a very special responsibility...not only sharing the vision, guiding principles, goals, methodologies, but actually playing a part in bringing them to pass."

— Hon. John J. Young, Jr.
Acting Under Secretary of Defense
(AT&L)

Our strategic planning process does not stop with the publishing of the strategic plan. It is an end-to-end planning process that encompasses performance measurement, budgeting, and contribution-based employee evaluation systems. It includes the following products:

- **Strategic Plan** contains the mission, vision, goals, measures, and enabling strategies. It covers six years, but is updated annually as a living document.
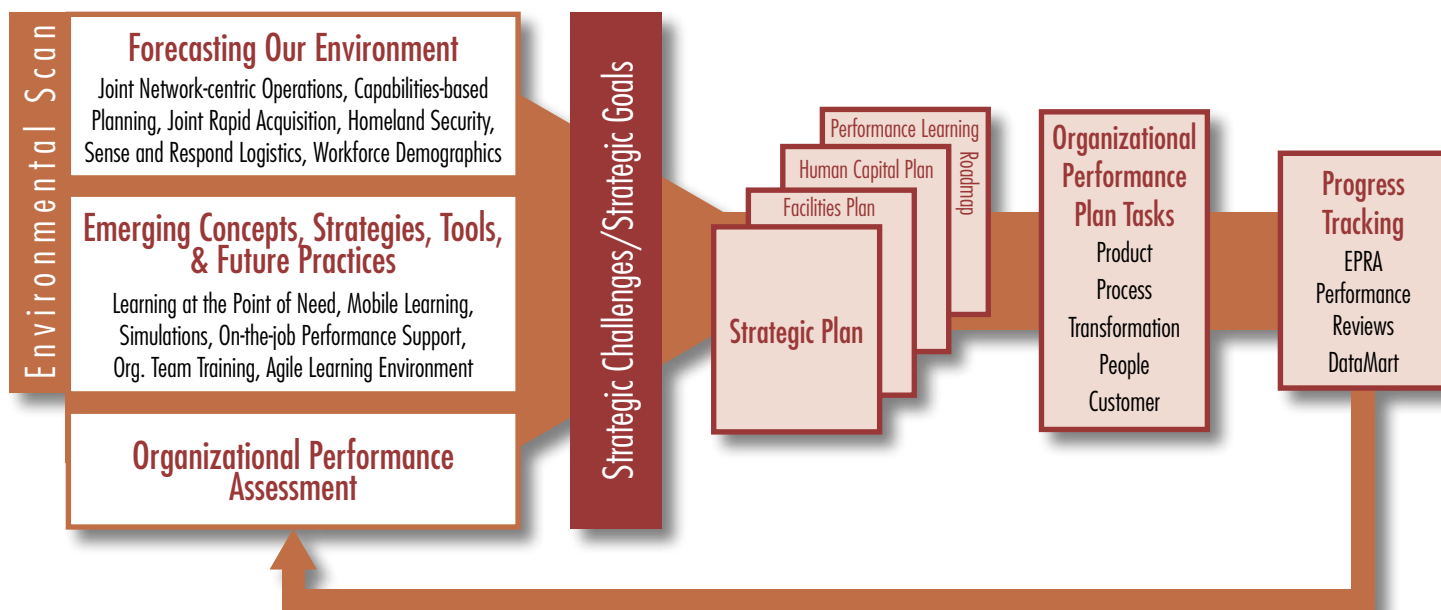- **Organizational Performance Plan** has performance tasks and targets for the current year in support of each strategic goal.
- **Organizational Performance Assessment** shows the actual versus planned accomplishments for the year, as well as progress on long term measures for each goal of the Strategic Plan.
- **Annual Report** provides to DAU's customers and stakeholders achievements for the preceding year.
- **Performance-based individual contribution plans** are used for both our faculty and our staff.

Each year, DAU reviews, updates, and validates our strategic goals and measurements, and enabling strategies. The Planning, Policy, and Leadership Support group is responsible for leading this effort. They engage the participation of faculty and staff from across the University in this review. The review process begins with an analysis of organizational strengths and weaknesses followed by an environmental scan to identify: 1) opportunities; 2) threats; 3) major shifts in technology, market, competition, or regulatory environment; and 4) long-term organizational sustainability. Areas for improvement/focus are determined through leadership reviews of mission/operational performance, customer satisfaction ratings, stakeholder inputs, and annual performance plan task accomplishments. Updates to the strategic plan are presented to the Strategic Planning Council (SPC) (membership consists of DAU's senior leadership team) and reviewed by our Board of Visitors prior to final approval by the SPC.

In addition to, and in alignment with, the strategic goals, separate performance tasks to be accomplished during the year are defined in the DAU Organizational Performance Plan. These tasks are projects headed by a project manager. Performance targets, outcomes/output

Environmental Scan

Forecasting Our Environment
Joint Network-centric Operations, Capabilities-based Planning, Joint Rapid Acquisition, Homeland Security, Sense and Respond Logistics, Workforce Demographics

Emerging Concepts, Strategies, Tools, & Future Practices
Learning at the Point of Need, Mobile Learning, Simulations, On-the-job Performance Support, Org. Team Training, Agile Learning Environment

Organizational Performance Assessment

Strategic Challenges/Strategic Goals

Performance Learning Roadmap
Human Capital Plan
Facilities Plan

Strategic Plan

Organizational Performance Plan Tasks
Product
Process
Transformation
People
Customer

Progress Tracking
EPRA
Performance Reviews
DataMart

measures, and indicators of success define progress toward the higher level enabling strategies.

Our progress toward meeting our strategic goals and fulfilling our mission is measured and reported regularly. DAU has adopted an online enterprise-wide performance measurement tool, the DAU Performance Dashboard, (https://clo.dau.mil). We use the Dashboard to set baselines, manage tasks, and analyze results. This dashboard, available to all managers, tracks progress of the performance tasks and targets that support each strategic goal. DAU conducts a tri-annual Enterprise Performance Review and Analysis (EPRA) to review progress for all annual performance tasks and targets and long term measures for strategic goals. This enables management to make resource allocation decisions in the context of past results and allocate or reallocate resources as appropriate. All of our decisions are data driven. Progress toward achieving each strategic goal is also assessed

using a select number of key long term measures. Long term goal performance and current year task performance are documented in our annual Organizational Performance Assessment. Results are reviewed and incorporated as necessary into the next update of the Strategic Plan.

DAU's contribution-based employee evaluation systems ensure that each individual employee is focused on contributing to the execution of our mission, the accomplishment of the performance tasks and ultimately on the goals of the organization. Individual objectives are set based on the Strategic Plan and Organization Performance Plan. In the end, employee rewards are tied to specific contributions toward accomplishing DAU's performance goals.

The entire process is a deliberate, planned, measured, iterative, and integrated cycle that continuously moves DAU toward its organizational goals and vision.

Mission

Mission Success

- Earned Accreditation (2002)
- 7 Distance-Learning Awards
- 15 Corporate University Best-In-Class Awards
- #1 Corporate University in America—American Society of Training and Development (2004)
- #1 Organization in the Government for Leadership and Development (2006 & 2005)
- Best Overall Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Best Mature Corporate University—Corporate University Best-in-Class (2006)
- Best Virtual Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Corporate University Leader of the Year—Corporate University Best-in-Class (2006 & 2002)
- Computerworld 21st Century Achievement Award (2007)

Provide practitioner training, career management, and services to enable the Acquisition, Technology, and Logistics community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

Our mission statement reflects that DAU now serves an ever more inclusive DoD AT&L community and that we are using innovative techniques such as distributed learning, performance support, communities of practice, and continuous learning modules to enhance workplace performance.

DAU has broadened its misson scope to include a DoD AT&L workforce career management responsibility. The skill sets required by the new business environment of the 21st century can no longer be served by separating workforce learning and career management. Human capital best practices require a consolidated approach. The DoD AT&L workforce is now supported by a DAU that fully integrates education, job skill needs, assignment experience, succession planning, training, and policy. Additionally, DAU now:

- Provides close alignment of all human capital activities that affect the workforce needs in support of AT&L goals
- Provides closer connectivity to workforce management and its developmental needs
- Provides additional subject matter expertise and resources in shaping policy with career-long learning needs

Enabling the DoD AT&L workforce to achieve the right acquisition outcomes.

Our vision, "enabling the DoD AT&L workforce to achieve the right acquisition outcomes," is clear about what we must accomplish for success. We will measure our progress by how well the workforce does its mission.

The DoD AT&L workforce represents DoD AT&L's human capital – a highly valued asset – critical to DoD's success in serving the nation. Maintaining the right mix of technical knowledge and subject matter expertise, as well as general business skills, is vital to achieving the acquisition mission. DoD AT&L's ability to plan future workforce requirements will be key to maintaining a workforce capable of accomplishing its very important mission. DoD AT&L will need a competitive advantage as its employment environment is likely to become ultra-competitive, characterized by a shrinking qualified labor pool and intense competition for the technical skills that the DoD needs. We are currently facing the need for new skill sets and project the loss of experience and knowledge. Current environmental issues to planning, shaping, and managing the DoD AT&L workforce include:

- Potential loss of retirement eligible personnel and their knowledge.
- Understanding the differences in workforce generations.
- The depleting U.S. workforce pool with increasing competition for talent.

In this regard, the 2008–2013 Strategic Plan addresses six strategic challenges, which form the basis for DAU's vision and goals.

Strategic Challenges

Challenge 1
Staying relevant and current to a DoD AT&L workforce with value added learning assets that enable them to make better business decisions.

Challenge 2
Forcing data-driven decisions internally by deploying tools and technology and conducting analyses in order to be a role model for sound business decisions.

Challenge 3
Advancing our transformation journey while simultaneously building on infrastructure and enabling the workforce to improve acquisition outcomes and enhance national security.
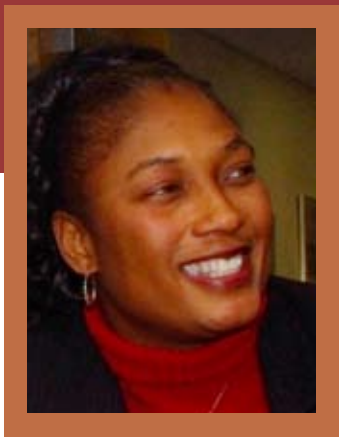
Challenge 4
Meeting the growing demands of our customers and stakeholders with the fiscal constraints of a finite budget.

Challenge 5
Aligning people performance to organizational performance as measured from our customers' perspective.

Challenge 6
Integrating learning and development solutions with other talent management functions.

Goal 1 | Mission

Provide a fully integrated learning environment in concert with other talent management initiatives to engage the learner at the point of need.

Our customer-centric approach to our mission focuses all our efforts and resources on customer needs and stakeholder requirements.

Enabling Strategies:

1) Enhance and fully integrate (content & infrastructure) all assets and tools within the Performance Learning Model.

2) Partner with Learning Organizations to create an end-to-end enterprise learning network to include personalized workspaces.

3) Incorporate the most effective methods, tools, and techniques that will create and sustain expertise, knowledge, and skills.

4) Leverage technology to provide real-time access and learning at the point-of-need capability.

Strategic Measures:

- Student graduates over 100,000 per year.

- Aggregate customer satisfaction for Kirkpatrick Level I surveys of learning assets greater than 5.6 (80%) on the 7-point Likert scale.

- Twenty percent of all DAU courses modularized and made available as continuous learning/knowledge sharing assets per year.

Continuously improve our mission/support processes and management.

We set the standards for the university to be among the very best. We leverage best practices and learning technologies, and optimize resources to provide our customers with skills they need to succeed.

Enabling Strategies:

1) Enhance data-driven decision-making capabilities.
2) Continue to integrate and modernize our IT support and online learning infrastructure.
3) Implement a cost containment strategy to optimize resources for learning asset development.

Strategic Measures:

- Annual cost per hour of learning and development delivered is less than $20.

- Total student travel costs less than 20% of annual budget.

- Average annual teaching hours greater than 600 per faculty member (excluding Learning Support and Executive faculty), with an aggregate prep-to-teaching ratio of less than .5 to 1.0.

- Achieve a minimum of 24 registered students per applicable classroom course offering at least 85% of the time each year.
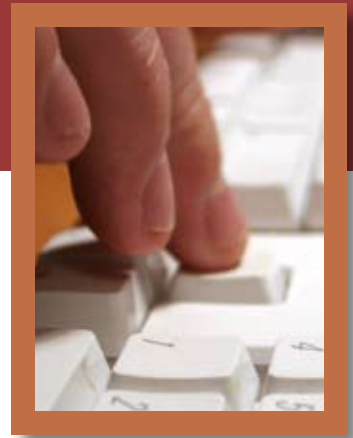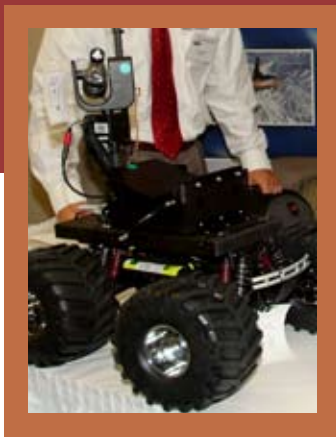
Support transformation in acquisition, technology, and logistics through thought leadership, innovation, and workforce support.

We will significantly impact the rapid transformation needs of DoD by promoting performance support, communities of practice, rapid deployment training on emerging initiatives, and relevant research.

Enabling Strategies:

1) Leverage applied research to promote breakthrough change, performance excellence, and enhance learning assets for the DoD AT&L community.

2) Provide DoD AT&L workforce with certification, professional growth, and leadership development opportunities.

Strategic Measures:

- Complete 100% of Congressionally mandated tasks and 60% of planned research projects/studies by assigned deadline each year.

- Update AT&L Human Capital Strategic Plan and accomplish 80% of applicable measures/milestones each year.

Goal 4 | People

Ensure DAU is a great place to work by providing an environment valuing achievement, growth, diversity, and career-long learning to enhance job performance.
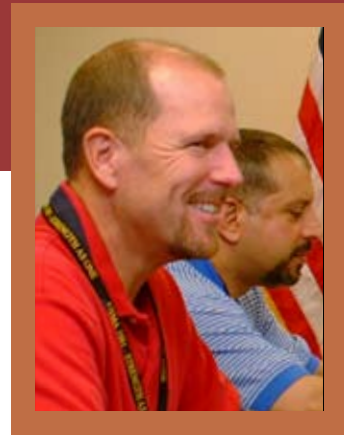
In order for us to accomplish our goals, we must invest in human capital and professional growth that leads to value added contributions to the warfighter's needs.

Enabling Strategies:

1) Attract and retain the most talented and experienced faculty and staff.
2) Implement a Professional Development Program.
3) Implement a performance-based assessment and incentive program.

Strategic Measures:

- Conduct climate survey at least every 2 years and achieve an aggregate mean score of 65 or above.
- Achieve 95% of the OSD target for full-time equivalents per year.
- Establish a budget for professional development at a minimum of 2% of unloaded salary per year.

Goal 5 | Customers

Listen to and learn from our customers and stakeholders to exceed their expectations.

Customer Relationship Management is how we deliberately plan to interact with our external and internal customers and stakeholders to promote a great DAU experience. Our internal customers are our faculty and staff. Our external customers and stakeholders include the Congress, DoD AT&L senior leadership, Service acquisition organizations and, of course, the DoD AT&L workforce and community.

Enabling Strategies:
1) Fully deploy a Customer Relationship Management Program.
2) Provide the DAU Experience to all who come in contact with DAU.
3) Gain a national leadership reputation and branding for DAU as a premier corporate university.
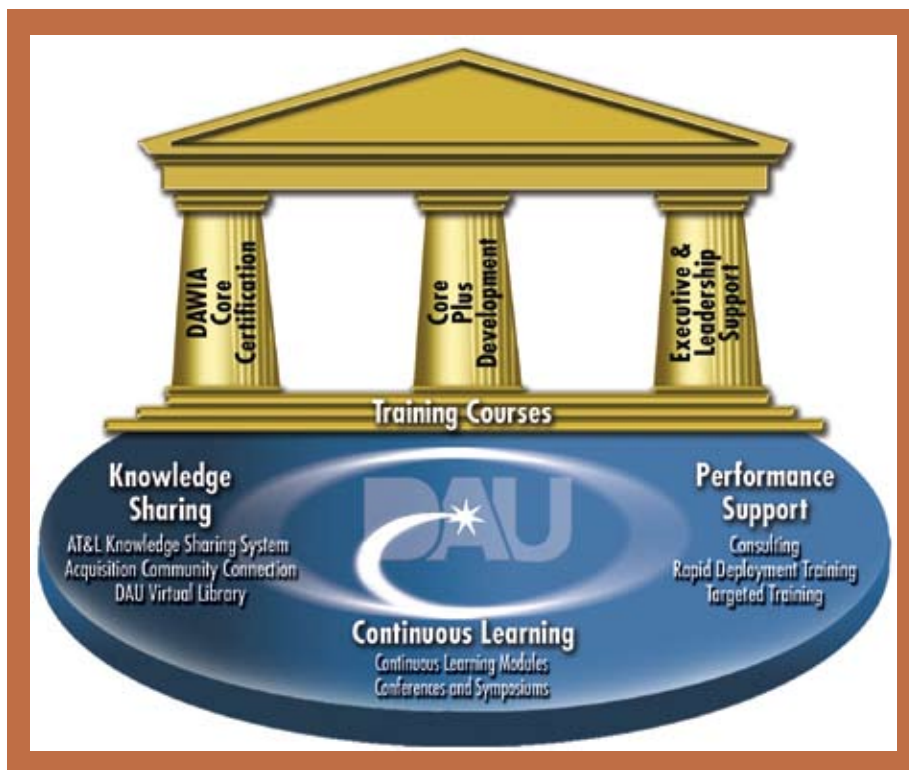
Strategic Measures:
- Visit 75% of key customers per year.
- Aggregate customer satisfaction for Kirkpatrick Level I surveys of learning assets greater than 5.6 (80%) on the 7-point Likert scale.

Given the rapid pace of change with learning concepts and enabling technologies, we must constantly improve ways we help our students learn and achieve the right acquisition outcomes by delivering the right knowledge and skills at the point of need. The AT&L Performance Learning Model (PLM) is primarily performance-based. It ensures that all learning activities are focused on enhancing job performance and workplace capability through:

- **Training Courses** | Web-enabled and classroom courses with case-based instruction aimed at developing critical thinkers

- **Performance Support** | Rapidly delivered program and business solutions offered to the DoD AT&L workforce through on-site consulting, targeted training, and rapid deployment training

- **Continuous Learning** | Self-paced, relevant training modules, available 24/7, to help meet continuous learning requirements and improve job performance

- **Knowledge Sharing** | AT&L Knowledge Sharing System and Acquisition Community Connection to provide connection with experts, peers, and acquisition resources

West Region
San Diego, CA
619–524–4800

Midwest Region
Kettering, OH
937–781–1025

South Region
Huntsville, AL
256–722–1100

Mid-Atlantic Region
California, MD
240–895–7344

Capital & Northeast Region
Fort Belvior, VA
703–805–2764

DSMC | School of Program Managers
Fort Belvior, VA
703–805–2436

www.dau.mil

Comments
Dr. Chris Hardy
Director, Planning, Policy, & Leadership Support
703–805–3525
chris.hardy@dau.mil